

IR

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IR

28 July 1952

WHAT IR NEEDS:

1) A NEW ADMINISTRATIVE POLICY

- Reasons why:
- a) The IR staff has mushroomed in the last 3 years and administrative development of the organization has not kept pace with the growth.
  - b) With no clear cut delegation of authority from the top, routine problems normally solved on a horizontal basis are going straight up the line for resolution.
  - c) The Chief is involved with so many different problems that he 1) is unable to extricate himself from the mass of detail; 2) is unable to devote his time to the broader aspects of his job, and 3) is losing production time because his lines of communication down to the unit level are weak.

2) A REDEFINITION OF ITS MISSION

Reasons why:

- a) The staff is unsure of its ultimate objective. Each person gives a different answer to the question: "what is IR's main reason for being?"

- b) There is uncertainty regarding the scope of the material to be processed. Without terms of reference or limits on coverage, there is no braking mechanism to apply when new material is discovered; and, there are no criteria for determining relative priorities.
- c) There is no uniform appreciation of the nature and extent to which IR reference services should be oriented as a support facility for CIA and the other intelligence agencies.
- d) Production and morale suffer when people aren't sure where they're going on the job.
- e) Recruitment and hiring of individuals against a vague understanding of the Division's mission makes for poor placement practices and helps cultivate disgruntled employees.

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### 3) A CHANGE IN ORGANIZATION

- Reasons why:
- a) Personnel in Division and Branch supervisory positions have the technical ability for their jobs but unfortunately they do not possess the type of leadership needed to nourish and advance a growing organization.
  - b) Problems of human relations have been handled in an awkward manner. Changing the organizational structure and putting in a new batting order would give IR a fresh start towards solving its administrative dilemma.
  - c) Service Section is now set up to deal with customers. It actually serves as a contact point but the real work is done where it has to be done...in the regional sections.
  - d) No special emphasis or direction is being given to the Soviet and satellite regions even though most of the research office interest concerns this area.
  - e) The Deputy's position is in need of a shot-in-the-arm. It now lacks adequate responsibility to give operational and administrative guidance to the Branches.
  - f) Liaison and reference functions are now located in the office-of-the-chief Intelligence Branch. These are consuming most of the time of that office whereas they could easily be delegated to a lower echelon with the same or better results.
  - g) The mail and info control activities do a Division-wide business and are misplaced in the organizational structure by being in the office-of-the-chief, Intelligence Branch.

#### RECOMMENDATIONS

1. Mission and Function: That the AD's Office prepare a simple statement defining IR's terms of reference. This statement to include remarks on questions of reference services and coverage.
2. Organization: That IR be grouped into 4 major Branches and one staff unit as follows:

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Index Branch: Control Section  
Machine Section

Classification Staff:

Soviet Branch: European-USSR Section  
Asiatic-USSR Section  
Eastern European Section

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Non-Soviet

Regional-Branch: Western European Section  
Far East-Near East Section

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Support Staff: Info-Control Unit  
Reference Receptionist

Reasons for the proposed structure:

- a) The Chief loses his span of control if there are too many elements reporting directly to him. For an organization of IR's size, four Branches seem adequate.
- b) The Support Staff, as in SR/CD, cuts across Branch lines and therefore deserves to be a separate activity. In IR's case, it would be directly responsible to the Deputy.
- c) Section Chief responsibilities would be increased. Reference questions would be referred to the appropriate Section Chief. Section Chiefs would locate, bring in, and process new caches of material. The analysts would be dealing more directly and more frequently with the customer.
- d) By emphasizing the Soviet in IR's structure, OCD would be directly supporting the main interest of the research and operational offices in CIA.
- e) The Reference Receptionist in the Support Staff would serve as a point of contact for IR customers. He would be thoroughly indoctrinated in all OCD services and other IAC industrial services; he would orient the requester properly and refer him to the Section that could best answer the specific problem.
- f) Product coding is an extremely important IR function. Its location in the Index

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Branch is a convenience. Important as it is, it would be logical to give it Branch status and put someone in charge of it who has dealt with problems of subject classification before.

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3. Personnel Policies: That the Administrative Officer/CD develop a set of standard principles and procedures for IR and all other OCD Divisions to follow in the field of personnel administration. This "Guide" would promote more harmonious working relationships between the Divisions and the Administrative Staff. The "Personnel Administration Guide" would cover such subjects as:

- |                                |                           |
|--------------------------------|---------------------------|
| a) Recruitment                 | i) Rewards                |
| b) Interviews                  | j) Leave                  |
| c) Placement                   | k) Overtime               |
| d) Appointment                 | l) Vacations              |
| e) Reporting for Duty          | m) Conduct and Discipline |
| f) Personnel Evaluation Report | n) Resignations           |
| g) Promotions                  | o) Dismissals             |
| h) Transfers                   |                           |

Reasons for this recommendation:

- a) IR needs a brand new personnel administration policy. IR has been in conflict with the Administrative Staff on many facets of personnel administration in the past. It seems worthwhile now to have the Administrative Staff lay down general Office policy with respect to personnel administration and then have IR operate within this policy. If such Office policy is developed, all OCD Divisions would welcome the opportunity to follow it.
- b) A general personnel administration policy in OCD, understood and followed by all, will reduce the time now spent by the Divisions in touching base with the Administrative Staff on miscellaneous questions of policy and procedure.

Personnel Assignments: That personnel be assigned as follows:

Chief -

(Exec/CD - Temporary -  
3 to 6 months)

Deputy -

Chief, Support Staff

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Chief, Index Branch  
Chief, Control Section  
Chief, Machine Records Section  
Chief, Regional Branch  
Chief, WE Section  
Chief, NE-NW Section  
Chief, Soviet Branch  
Acting Chief, Eur-USSR Section  
Acting Chief, Asia-USSR Section  
Chief, Eastern-Eur Section  
Acting Chief, Classification Branch

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Plant Summaries: That, subject to the replies from ORR and OSI to OCB's memo on the problem, Plant Summary Section either;

- a) be transferred lock, stock, and barrel to ORR,  
or,
- b) that Plant Summary positions be spread through  
the Soviet Branch.

If the latter is done, then the Soviet Branch should be furnished with a statement clearly defining the limits of the summaries and clarifying their purpose.

T/O Adjustment: That the Exec/CD and the Administrative Officer work out the details of making official T/O adjustments in accordance with the recommendations.

Location: That the office-of-the-chief, IR, be moved to separate quarters in the second floor loft at the north side of the Stadium.

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